

Killworth 10/8/99

**SUBJECT:** Updating the 1996 State Board of Education Strategic Plan

**BACKGROUND:** The 1996 Statewide Strategic Plan has served the Board's purposes well over the last several years. While much has been accomplished in the Idaho educational system since the 1996 Plan was published, there are a number of new issues and changes making it important to update the 1996 Plan. At the August 18, 1999 Board retreat the Board agreed to dedicate a portion of the October 1999 Board meeting to a strategic plan review with the objective of publishing a new plan in the November 1999 timeframe. It was also agreed to include selected performance measures for Board governed agencies/institutions as an appendix to the plan. Performance measure development in collaboration with the Presidents/Agency Heads would begin after Board adoption of an updated strategic plan.

The methodology for strategic planning is often a key to the eventual success of the plan. One critical aspect to good planning is to allow stakeholders, the Board governed agencies and institutions affected by the plan, to have input to the planning process. Given the limited Board time available, the Board staff solicited comments and suggestions for an updated plan from the Heads of Board governed agencies and institutions. These comments were incorporated into a discussion document that was reviewed and revised to obtain President/Agency Head consensus approval. The discussion document "Idaho State Board of Education Statewide Strategic Plan 2000-2005" has been modified to include comments from individual Board members (see attachment).

As requested by the Board, the strategic planning discussion document has also been coordinated with selected legislative leadership. Time did not allow for inclusion of Legislator comments in this agenda so they will be separately distributed to Board members as soon as they are available.

**FISCAL IMPACT:** Minimal (printing, distribution, etc.)

**STAFF RECOMMENDATION:** Modify, as appropriate, and adopt Draft 9 (attached) as the Board's new strategic plan. Authorize the Board staff to work with the Presidents/Agency Heads to develop relevant performance measures for inclusion in the strategic plan.

**MOTION:** It was moved by \_\_\_\_\_, seconded by \_\_\_\_\_ and carried to approve/modify/table the request to adopt Draft 9 of the Idaho State Board of Education Statewide Strategic Plan 2000-2005.

It was moved by \_\_\_\_\_, seconded by \_\_\_\_\_ and carried to direct the staff to develop, in collaboration with the Presidents/Agency Heads, both general and agency/institution specific performance measures for Board approval by May 2000 and inclusion as an appendix in the Board strategic plan.

**ATTACHMENTS:** Idaho State Board of Education Statewide Strategic Plan (Draft 9)

Discussion Document      Draft 9 (10/8/99)\*  
For  
Idaho State Board of Education  
Statewide Strategic Plan  
(2000-2005)

## Introduction

The framers of Idaho's Constitution, **knowing that "the stability of a republican form of government depending mainly on the intelligence of the people," provided for a public education system and vested the "general supervision" of the Idaho public education system in the State Board of Education.** In addition, the State Board of Education is constitutionally vested with the general supervision of all public higher education and sits in a constitutional capacity as the Board of Regents of the University of Idaho. The State Board of Education, hereafter the Board, has also been identified in statute as follows: ~~Board of Regents of the University of Idaho,~~ Trustees of Idaho State University, Trustees of Lewis-Clark State College, Trustees of Boise State University, State Board for Professional-Technical Education and Trustees for the Idaho School for the Deaf and the Blind.

*The Idaho public education system*, over which the Board is responsible, consists of the following institutions and agencies: (**A Board member has suggested the below list of organizations be moved to an appendix or footnote**)

All public primary/secondary schools  
School for the Deaf and the Blind  
Idaho State University  
University of Idaho  
Lewis-Clark State College  
Boise State University  
College of Southern Idaho\*  
North Idaho College\*

*\*Also have local boards*

Eastern Idaho Technical College  
Division of Professional-Technical Education  
Idaho Educational Public Broadcasting System  
Division of Vocational Rehabilitation  
Idaho State Library\*\*  
Idaho State Historical Society\*\*  
State Department of Education  
Office of the State Board of Education  
Museum of Natural History

*\*\*Also have separate oversight boards appointed by the State Board of Education*

With this plan, the Board strives for a "seamless" educational system without barriers within or between the various organizational components of the system. This can be accomplished by focusing on the following set of common goals and objectives for the education system, which the Board intends to be incorporated into each agency and institution strategic plan. The Board also intends to promote cooperation and teamwork for goal accomplishment while still allowing flexibility for each unique organization in the system to be innovative in carrying out its educational mission. Cooperation and flexibility are critically important in view of the fact that complex and interrelated forces will continue to drive change in our education system.

**\*Statements in bold type (except in goal statements) are suggestions from Board members. Statements that are underlined are new since the last draft presented to the Board.**

## Vision

The State Board of Education envisions an accessible, seamless public education system that **provides an intelligent and well informed citizenry capable of active participation in the processes of a democratic government**, contributes to the economy and general quality of life in Idaho, opens access to cultural and intellectual resources, and enables all individuals to develop their skills, knowledge, and ability to become contributing members of society.

## Education Mission

The Idaho education system, consisting of the unique agencies and institutions governed by the Board, delivers public primary/secondary/postsecondary education, training, rehabilitation and information/research services in the state and, on a limited basis, to other states or countries. These agencies and institutions collaborate to provide a diverse population with educational programs and services that are **high quality, accessible, relevant** and **efficient**. To that end, the Board has adopted the following goals and objectives for the education system:

- I. Direct efforts to continuously improve the **quality** of Idaho's education, training, rehabilitation and information/research services to gain program competitiveness, high levels of achievement, and a well-informed citizenry.
- II. Provide individuals of all ages and abilities **access** to education, training, rehabilitation and information/research services to develop their skills, knowledge and social awareness in order to be globally competitive workers, responsible citizens, and lifelong learners.
- III. Ensure education, training, rehabilitation and information/research services are **relevant** to the needs of Idaho's citizens, workforce, business, industry, and local, state, and federal government.
- IV. Ensure maximum benefit from education investments through **efficient** operation and management of the education system.

**Goal I: Direct efforts to continuously improve the quality of Idaho's education, training, rehabilitation and information/research services to gain program competitiveness, high levels of achievement, and a well-informed citizenry.**

## Objectives:

1. Complete development and implementation of statewide exiting standards/assessments for public school students and hold schools accountable for student achievement.
2. Continue full implementation of the teacher quality initiative (Idaho's MOST) to evaluate and improve public school teacher policy to include training, compensation, merit, and employment practices.
3. Evaluate state policy regarding teacher continuing contracts.
4. Strive for continuous improvements and increased levels of public confidence in the Idaho education system through performance-based (what students know and can do) assessment of education programs.

5. Prepare graduates with a level of skills and knowledge that **equips citizens to exercise their rights in a democratic society and** allows them to be competitive in a global economy.
6. Maintain institutional and attain/maintain specialized accreditation in areas appropriate to the institutional mission.
7. Provide Idaho students with excellent and innovative instruction from motivated, qualified teachers supported by competent administrators and support staff.
8. Develop a career continuum and compensation system for teachers, faculty and staff that reward knowledge, skill, and productivity and promote recruiting, hiring and retention.
9. Support efforts to hire and retain outstanding education system personnel (teachers, faculty, and staff).
10. Promote safe, productive learning environments organized for student and teacher success.
11. Support the implementation of a program of state aid to all types of public broadcasting and libraries (public school, academic, and special).

<p><b>Goal II: Provide individuals of all ages and abilities <u>access</u> to education, training, rehabilitation and information/research services to develop their skills, knowledge and social awareness in order to be globally competitive workers, responsible citizens, and lifelong learners.</b></p>
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### **Objectives:**

1. Ensure Idaho's education system operates as a "seamless" system (without barriers between its various elements).
  - Facilitate mobility among education programs and services.
  - Encourage articulated credit between secondary schools and postsecondary institutions and among postsecondary institutions.
  - Develop universal access to library/archival services (public, school, academic, and special) for all Idahoans.
2. Provide opportunities for all citizens, in all parts of the state, to obtain needed education, training, rehabilitation and information/research services through appropriate delivery modes at convenient locations.
  - Develop a statewide infrastructure in cooperation with public and private entities capable of converging voice, video and data technologies.
  - Support an environment conducive to developing, testing, and implementing new technologies.
  - Strive for flexible technology systems that support industry-accepted, open standards and have a high degree of interoperability and compatibility.
  - Support a statewide network of libraries and public broadcasting to provide local access to global information.
  - Embrace cooperative ventures between the agencies and institutions within the education system to offer programs and services in all parts of the state.

3. Foster an education system that creates equal access and accommodates students with different learning styles and those with special needs.
4. Encourage and facilitate inclusion of Idaho's minorities in the education system.
5. Improve opportunities for high school graduates to continue their education at postsecondary institutions.
  - Expand state-supported scholarship and financial aid opportunities.
  - Seek improved state appropriations for postsecondary education services to reduce reliance on student fees.
6. Expand outreach, research/demonstration programs, and partnerships (public / private / in-state / out-of-state) to meet Idaho's growing educational, environmental, societal, cultural and economic needs.

<p><b>Goal III: Ensure education, training, rehabilitation and information/research services are <u>relevant</u> to the needs of Idaho's citizens, workforce, business, industry, and local, state, and federal government.</b></p>
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### **Objectives:**

1. **Develop a more realistic approach to education program approval and funding making sure that funds are distributed equitably to meet the needs of all Idahoans.**
2. Monitor existing education, training, rehabilitation and information/research programs and services, including program content and delivery, for continued relevance, within a global setting, to Idaho's needs.
3. Monitor community and statewide needs for education, training, rehabilitation and information/research programs and services and, as appropriate to role and mission, develop/implement new programs and services to meet the emerging needs of Idaho's communities and economy.
4. Evaluate and continuously refine statewide learning/exiting standards and assessments at each grade level (K-12) to ensure public school students possess the skills and knowledge needed to face the challenges of a changing world.
5. Ensure that state-funded research projects and cooperative partnerships are organized and structured to meet identified needs and/or enhance Idaho's economy or environment.
6. Facilitate the formulation and implementation of public policy in Idaho by a citizenry that stays well informed through access to relevant, accurate data and information.

<b>Goal IV: Ensure maximum benefit from education investments through <u>efficient</u> operation and management of the education system.</b>
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**Objectives:**

1. **Evaluate the education financial base (public schools and postsecondary institutions) to maximize the benefit from all education appropriations.**
2. Ensure that Idaho high school graduates are prepared to enter and succeed in the postsecondary education system and/or the workplace.
  - Implement learning/exiting standards at each grade level (K-12) that provide for mastery of a common set of needed skills and knowledge.
  - Reduce the need for remedial courses at postsecondary institutions.
  - Reduce the need for employers to provide skill development training to recent high school graduates in subjects that should have been mastered in school.
3. Continue to refine and update institution and agency role and mission statements to provide focus and eliminate unnecessary duplication of programs and services.
4. Foster partnerships and cooperative ventures among the agencies and institutions within the education system.
5. Seek increased levels of state, local, and private sector support for all education programs (elementary, secondary and postsecondary, research, libraries and library networks).
6. Provide accountability to the State Legislature and general public by identifying and measuring performance throughout the education system.
7. Direct efforts to reduce the dropout rate and increase retention of high school and college students who are seeking their degrees/certificates.
8. Encourage the allocation of resources to improve instructional facilities and increase operational efficiency through the coordinated use of technology.
9. Review the public school calendar to ensure time for in-depth student learning, teacher professional development, and the optimal use of instructional facilities.
10. Encourage and reward innovative approaches for organizing and delivering education, training, rehabilitation, and information/research services.
11. Support the development of libraries as leaders in the application of appropriate technology to information access.

**(A Board member has suggested adding the following Board approved core legislative principles to the strategic plan)**

<b><u>Legislative Core Principles</u></b>
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1. **The Board generally endorses higher levels of funding for public schools and postsecondary institutions.** (see goal IV/objective 5)

- 2. The Board supports efforts to mitigate dangerous conditions in public school buildings.**  
(see goal I/objective 10)
- 3. The Board supports initiatives to promote a higher rate of postsecondary attendance by high school graduates.** (see goal II/objective 5)
- 4. The Board opposes legislation that undermines its constitutional responsibilities.**
- 5. The Board opposes legislation that mandates specific curriculum.**